ORGANIZATION STUDIES

An international multidisciplinary journal devoted to the study of organizations, organizing, and the organized in and between societies

Published in collaboration with the European Group for Organizational Studies (EGOS) and the Maison des Sciences de l'Homme, Paris

Walter de Gruyter Berlin/New York





Editor-in-Chief

*David J. Hickson
Organizational Analysis Research Unit,
University of Bradford
Management Centre

Editorial Board

*Flemming Agersnap

Handelshøjskolen i København

Michael Aiken
Department of Sociology,
University of Wisconsin

Georges Benguigui Groupe de Sociologie du Travail, CNRS, Université Paris VII

Michel Crozier Centre de Sociologie des Organisations, CNRS, Paris

John Eldridge
Department of Sociology,
University of Glasgow

*Franco Ferraresi
Istituto di Scienze Politiche,
Università di Torino

Jerald Hage
Department of Sociology,
University of Maryland

Friedhart Hegner
Wissenschaftszentrum, Berlin and
Forschungsgruppe für Sozialplanung
und Sozialverwaltung e.V., Bielefeld

Bob Hinings Institute of Local Government Studies, University of Birmingham

*Geert Hofstede
Fasson Europe,
Leiden, The Netherlands

Jean de Kervasdoué Ecole Polytechnique, Paris

*Alfred Kieser

Lehrstuhl für Betriebswirtschaftslehre und Organisation,
Universität Mannheim

*Cornelis Lammers Sociologisch Instituut, Rijksuniversiteit te Leiden Renate Mayntz Institut für Angewandte Sozialforschung, Universität zu Köln Johan Olsen Offentlig Administrasjon og Organisasjonskunnskap, Universitetet i Bergen Veliko Rus Institut za Sociologijo, Univerza v Ljubljana Bengt Stymne Handelshögskolan i Stockholm Henk Thierry Subfaculteit Psychologie, Universiteit van Amsterdam

- *Jean-Claude Thoenig
 Institut Européen d'Administration
 des Affaires (INSEAD),
 Fontainebleau
- *Journal Committee

Book Review Editor

Cornelis Lammers

News and Notes Editor

Alfred Kieser

Managing Editor

Karen Tkach

© 1981 European Group for Organizational Studies (EGOS); Publishers: Walter de Gruyter, Berlin/New York. All rights reserved. No part of this journal may be reproduced or utilized in any form or by any means, electronic or mechanical, including photocopying, recording, or by any information storage and retrieval system, without permission in writing from the publishers.

ISSN 0170-8406

1981

Articles

Table of Contents

- 3 Mohamed Badran, Bob Hinings
 Strategies of Administrative Control
 and Contextual Constraints in a
 Less-Developed Country: The Case
 of Egyptian Public Enterprise
- Organizational Development and Change in a Union-Management Context: The Voluntary Establishment of Joint Health and Safety Committees in Britain
- 45 Blyton, Paul, see Ursell
- 153 Kenneth Cabatoff
 A Concept for Administrative Futures
- 176 W. F. Chua, R. C. Laughlin, E. A. Lower, A. G. Puxty Comments on 'The Comparative Description of Organizations'
- 331 Deaton, D. R., see Beaumont
- 347 Pierre Dubois
 Workers Control Over the
 Organization of Work: French and
 English Maintenance Workers in
 Mass Production Industry
- David Dunkerley, Tony Spybey,
 Michael Thrasher
 Interorganization Networks: A Case
 Study of Industrial Location
- 73 Sabine Erbès-Seguin
 Economic and Institutional Conditions
 for Successful Employee Action: Ten
 Cases in the French Textile Industry
- 131 Greenwood, Royston, see Walsh
- 287 Peter H. Grinyer, Masoud
 Yasai-Ardekani
 Research Note: Some Problems with
 Measurement of Macro-organizational
 Structure

- 173 Hall, Richard H., see Warriner
- 377 Hall, Richard H., see Warriner
 - 3 Hinings, Bob, see Badran
- 131 Hinings, Bob, see Walsh
- 211 Benny Hjern, David O. Porter Implementation Structures: A New Unit of Administrative Analysis
- 113 IDE International Research Group
 Industrial Democracy in Europe:
 Differences and Similarities Across
 Countries and Hierarchies
- Jean de Kervasdoué
 Institutions, Organizations, Medical
 Disciplines, and the Dissemination of
 Research Results
- 267 Cornelis J. Lammers
 Contributions to Organizational
 Sociology: Part I: Contributions to
 Sociology A Liberal View
- 361 Cornelis J. Lammers
 Contributions to Organizational
 Sociology: Part II: Contributions to
 Organizational Theory and Practice —
 A Liberal View
- 176 Laughlin, R. C., see Chua
- 176 Lower, E. A, see Chua
- 173 McKelvey, Bill, see Warriner
- 377 McKelvey, Bill, see Warriner
- 23 Gareth Morgan

 The Schismatic Metaphor and Its
 Implications for Organizational
 Analysis
- 45 Nicholson, Nigel, see Ursell
- 211 Porter, David O., see Hjern
- 176 Puxty, A. G., see Chua
- 131 Ranson, Stewart, see Walsh
- 307 Seglow, Peter, see Streeck
- 229 Spybey, Tony, see Dunkerley

- 307 Wolfgang Streeck, Peter Seglow,
 Pat Wallace
 Competition and Monopoly in Interest Representation: A Comparative Analysis of Trade Union Structure in the Railway Industries of Great Britain and West Germany
- 178 Ad Teulings
 Comments on 'The Comparative
 Description of Organizations'
- 229 Thrasher, Michael, see Dunkerley
 - 45 Gill Ursell, Nigel Nicholson,Paul BlytonProcesses of Decision Making in aTrade-Union Branch
- 307 Wallace, Pat, see Streeck
- 131 Kieron Walsh, Bob Hinings, 297
 Royston Greenwood,
 Stewart Ranson
 Power and Advantage in Organizations 95
- 179 Eric J. Walton

 Comments on 'The Comparative
 Descriptive of Organizations'
- 173 Charles K. Warriner, Richard H. Hall, Bill McKelvey
 The Comparative Description of Organizations: A Research Note and Invitation
- 377 Charles K. Warriner, Richard H. Hall, 191
 Bill McKelvey
 The Comparative Description of
 Organizations: Authors' Response to
 the Commentators
- 287 Yasai-Ardekani, Masoud, see Grinyer

Inside Story

181 Bernhard Wilpert Inside IDE

Book Reviews

- 319 G. Adam and J.-D. Reynaud Conflits du travail et Changement social (Angelo Pichierri)
- 198 Per-Olof Berg Emotional Structures in Organizations (André Laurent)
- 103 R. M. Blackburn and M. Mann
 The Working Class in the Labour
 Market
 (Albert Louis Mok)
- 98 W. Warner Burke
 Current Issues and Strategies in
 Organization Development
 (Claes Gustafsson)
- 297 Stewart Clegg and David Dunkerley Organization, Class and Control (Joep Bolweg)
 - 95 W. R. Dill and G. Kh. Popov
 Organization for Forecasting and
 Planning. Experience in the Soviet
 Union and the United States
 (Lena Korlarska)
 - 97 David F. Gillespie and Dennis Mileti Technostructures and Interorganizational Relations (Maarten R. van Gils)
 - George G. Gordon and Walter Cummins Managing Management Climate (Diana C. Pheysey)
- 389 Jerald Hage
 Theories of Organization:
 Form, Process, and Transformation
 (Roderick Martin)
- 197 W. Clay Hamner
 Organizational Shock
 (Bo Persson)

- 195 Andrew Hepworth and
 Michael Osbaldeston
 The Way We Work. A European
 Study of Changing Practice in Office
 Job Design
 (Herbert Kubicek)
- 386 James Hunt and Lars Larson Crosscurrents in Leadership (Peter J. Storm)
- 101 Cornelis J. Lammers and
 David J. Hickson
 Organizations Alike and Unlike:
 International and Interinstitutional
 Studies in the Sociology of Organizations
 (Friedrich Fürstenberg)
- 380 M. Leontiades
 Strategies for Diversification and
 Change
 (Alan C. Filley)
- 190 Renato Mazzolini
 Government Controlled
 Enterprise
 (J. L. Metcalfe)
- 185 Henry Mintzberg
 The Structuring of Organizations
 (Alfred Kieser)
- 193 Robert Kirk Mueller
 Career Conflict: Management's
 Inelegant Dysfunction
 (W. H. Goldberg)
- 200 Georges Peninou, Manfred Holthus,
 Dietrich Kebschull and
 Jacques Attali
 Who's Afraid of the Multinationals?
 A Survey of European Opinion on
 Multinational Corporations
 (Ad Teulings)
- 302 Jack Rothman
 Using Research in Organizations:
 A Guide to Successful Applications
 (Jean de Kervasdoué)

- 188 Georg Schreyögg
 Umwelt, Technologie und
 Organisations-struktur
 (Kyösti Pulkkinen)
- 298 Barry M. Staw
 Research in Organizational Behavior,
 Volume I
- 298 Barry M. Staw and Larry L. Cummings
 Research in Organizational Behavior,
 Volume II
 (Georg Schreyögg)
- 387 Norbert Thom
 Grundlagen des betrieblichen
 Innovationsmanagement
 (Jan.Buijs)
- 300 Andrew H. Van de Ven and Diane Ferry
 Measuring and Assessing Organizations
 (Marian J. Kostecki and
 Krzysztof Mreła)
- 382 Gunnar Westerlund and Sven-Erik Sjöstrand Organizational Myths (Werner von der Ohe)

Book Notes

- 201 G. Hofstede
 Futures for Work: A Book of Original
 Readings
- 201 Susan Krieger Hip Capitalism
- 203 Delbert C. Miller and William H. Form Industrial Sociology. Work in Organizationa Life
- 202 David Pace and John Hunter
 Direct Participation in Action:
 The New Bureaucracy
- 202 Joan Woodward
 Industrial Organization:
 Theory and Practice

Manuscript Reviewers

The Editorial Board appreciates the assistance with reviewing generously given by:

Graham Astley

University of Pennsylvania

Koya Azumi

Rutgers University, New Jersey

Harald Baldersheim University of Bergen

Frank Blackler

University of Lancaster

Guiseppe Bonazzi University of Turin

Finn Borum

Copenhagen Sch. of Econ. & Soc. Sc.

Arend Buitendam

Groningen State University

Gibson Burrell

University of Lancaster

Richard Butler

University of Bradford

Peter Clark

University of Aston-in Birmingham

Stewart Clegg

Griffith University, Brisbane

David Cray

University of British Columbia

Heinz-Jürgen Dahme University of Bielefeld

James N. Danziger University of California

Lex Donaldson

University of New South Wales

Morten Egeberg University of Oslo

Erhard Friedberg

Cent. de Soc. des Organ., Paris

Gan See Khem

University of Singapore

Walter Goldberg

University of Goteberg

Peter H. Grinyer

University of St. Andrews, Scotland

Frank A. Heller

The Tavistock Institute of Human

Relations, London

Benny Hjern IIM, Berlin Chris Hood

University of Glasgow

Dezso Horvath

York University, Toronto

Paul Jackson

Sheffield University

Ray Jurkovich

Erasmus University, Rotterdam

Ekkehard Kappler

Gasamthochschule Wuppertal

Lisl Klein

The Tavistock Institute of Human

Relations, London Roger Mansfield

UWIST, Cardiff

Patricia Yancey Martin
The Florida State University

Gareth Morgan

York University, Toronto

Roy Payne

Sheffield University

Johannes Pennings

Columbia University, New York

Diana Pheysey

University of Aston-in-Birmingham

Derek Pugh

London Grad. Sch. of Business Studies

Suzana Rodrigues

University of Belo Horizonte, Brazil

Graeme Salaman

The Open University, Milton Keynes

Georg Schreyögg

University of Nuremberg

Arndt Sorge

IIM, Berlin

Wolfgang Streeck

IIM, Berlin

Ad. Teulings

University of Amsterdam

Stuart R. Timperley

London Grad. Sch. of Business Studies

Barry Turner

University of Exeter

Eric Walton

New York University

Tom Wilson

York University, Ontario

Jack Winkler

Cranfield Inst. of Tech., Bedford